

21 April 1981

MEMORANDUM FOR: Deputy Director for Administration

FROM: Harry E. Fitzwater  
Director of Personnel  
Policy, Planning, and Management

SUBJECT: Review of Recruitment Process

REFERENCE: Your Memo (DDA 81-0707/6), dtd 15 April 1981,  
Same Subject

Max:

1. When we talked last week about the subject, Review of the Recruitment Process, I had not had an opportunity to read it. As you will recall, in response to your desire to send it to the other Deputy Directors, I suggested it be attached to our paper for the Executive Committee.

2. After reading the Review I withdraw that suggestion and return it to you to be distributed as you see fit. Although there are some recommendations that I endorse, e.g., one, two and four (which is being done), I have trouble with the others. There are inaccuracies, misperceptions, omissions and speculations in the paper that I do not want to compound by appearing to endorse the Review.

3. At first blush several of the recommendations and their supporting comments appear to make sense. Deeper analysis may indicate otherwise. For example, it is easy to compare the number of professionals recruited by WARO against the Field Recruiters. What the paper fails to discuss is the difference in qualifications of the professionals. Generally, WARO handles the entry-level BA graduate who is in town looking for a job. On the other hand the recruiter is out beating the bushes for the hard-to-get individual who is being sought by both the private and public sectors, i.e., engineers, computer science personnel, economists, CT's, etc. There are other inaccuracies about the recruiters and their mode of operations, i.e., only "work standard hour days" and no "expense account." It is disturbing to read that "all" of our optimization activity has been centered on the processing portion which implies nothing has been done in the field which is a gross misstatement.

4. Recommendations 8 and 10 are very troublesome since they impact on the suitability and quality of employees entering on duty. It is highly doubtful that the directorates and components who now rely on the PATB for a better

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understanding of the qualifications of professional applicants will be agreeable to dropping the PATB tests. A few years ago I thought this was necessary in order to speed up the hiring process and cut expenses for entry of CT's. What I quickly learned is that you cannot depend on College SAT scores. The applicant may have gone through college with a 3.5 average but cannot read nor write. Another disturbing recommendation, number 8, is that we eliminate the clinical portion of medical processing for those involved in seditary jobs until the person has entered on duty. I can assure you that this could result in not only a higher cost to the Government but also in legal cases. It can be predicted that it will be necessary to terminate individuals who are found to have a serious medical problem after entering on duty. This problem is compounded if the individual has sold his/her house and has quit his/her job to move to Washington.

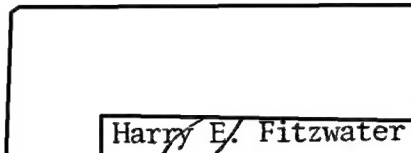
5. I agree that the invitee travel must be better controlled and we are working toward this end. The paper fails to note that we are trying to improve the staffing requirements to ensure that vacancies do indeed exist before an applicant is invited in to Washington. Also, the pre-investigative interviews by security and medical representatives and the task force approach for technical testing, pre-polying and medical exams in the field will reduce unnecessary invitee travel. The Review suggests that invitee travel is skyrocketing despite front-end screening. The paper fails to note that this is directly attributable to a large increase in positions. [REDACTED] STAT

[REDACTED] Also, there has been a significant increase in travel costs. At present it costs on the average \$450 per trip. We estimate that this will increase to \$507 by FY 1983. I have not seen a projection of 2.68M for invitee travel in FY 1983 but assume this was a figure initially being considered [REDACTED] for a projected increase [REDACTED] STAT in FY 83. Below is a comparison of EOD's that required invitee travel during the period FY 1979-80 and projected through FY 1983:

<u>YEAR</u>	<u>TOTAL EOD'S</u>	<u>EOD'S REQUIRING INVITEE TRAVEL</u>	<u>INVITEE TRAVEL FUNDS \$ K</u>	<u>STAT</u>
FY 79	[REDACTED]			
FY 80				
FY 81				
FY 82				
FY 83				
				Current Package Projected Package

It must be noted that all people provided travel are not hired. Nevertheless, it may be cheaper in the long run to spend \$500 on travel to save several thousands by not hiring the wrong applicant.

6. I know this memorandum is quite negative toward the report, but the concerns noted above and others are so serious that I could not let the paper stand unchallenged.

  
Harry E. Fitzwater

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